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To: Board of Selectmen
Finance Committee

cc: ad hoc DPW Planning Committee
Jodi Ross, Town Manager
Andy Sheehan, Assistant Town Manager
All Boards and Departments

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**Board, Committee, Commission & Department Feedback
Summary On Special Town Meeting (October 19, 2009)
proposal to classify a Director of Public Works position for
Westford**

In December 2009, the Board of Selectmen and Finance Committee began meeting with all Town Boards, Committees, Commissions and Departments to gather feedback on Special Town Meeting, (October 19, 2009), proposal to classify a Director of Public Works position toward creating a Department of Public Works with the intention of reducing operating costs. Following a presentation by the Town Manager on the merits of a combined Public Works Department a motion was made and seconded but failed for lack of majority by a secret ballot vote (95 in favor / 127 opposed). The position was classified as band 9 with a salary range of \$75,154 to \$107,511 annually. The purpose of the meetings was to learn why the motion failed and to better understand underlying concerns about the creation of a DPW in general.

During December 2009 and January 2010, members of the Board of Selectmen and Finance Committee met with all boards, committees and commissions at their regularly scheduled meetings to solicit feedback on the Special Town Meeting proposal. Kost and Wormell met with the Department Heads and several departments who might be directly affected by reorganization. Department meetings, with all staff present

including Heavy Equipment Operators and administrative staff were conducted with the Water, Highway, Parks and Grounds and Cemetery. Meetings were also held with key individuals or department heads for the Fire Department, Library and Engineering.

The attached spreadsheet lists all comments submitted from the meetings. The Plan to Establish a Department of Public Works in the FY11 Operating Budget presented to the Board of Selectmen and Finance Committee on December 3, 2009 outlined an eight step process. This document will serve as the deliverable for Step 2 and Step 3 of this process.

Feedback from all Boards, Committees, Commissions and Departments was consistent. There was general agreement on the following points:

- The proposal at Town Meeting did not define the problem.
- The proposal lacked vision.
- The planning process lacked transparency and was not inclusive.
- Specific cost savings and how they were to be achieved were not presented.
- A business plan supporting the investment was not prepared.
- Organizational restructuring did not resolve issues of authority, responsibility and priority setting.
- Schools supported the idea of a DPW but not having them included in the initial phases is not the best way forward.

Common themes were identified and are summarized herein. Examples from the spreadsheet are also provided to illustrate the explanation, if one was necessary. Some of the comments need no explanation.

Cooperation

Internal department cooperation and sharing of resources and services happens routinely, albeit in an informal manner. The School Maintenance Department plumber and electrician frequently respond to service requests from municipal departments, such as the Library and Senior Center. The Highway and Water Departments share equipment with the Cemetery Department. The Water Department plows municipal parking lots.

There is no mechanism to facilitate resource or service sharing between Town Departments and volunteer Boards, Committees or Commissions served by 0 to 1 staff liaisons, not classified under a traditional DPW organization.

EXAMPLES:

Board of Health

The Board of Health currently has a good relationship with the Highway Department and doesn't want to jeopardize that. The Board of Health also works well with the Water Department on water safety issues. The current informal system of cooperating works well.

Conservation Commission

Conservation Commission goes outside for its signage. Can highway department do signs for them?

Costs

A request to see specific cost savings projections and how they would be achieved was a universal request from all Boards, Committees, Commissions and Departments.

EXAMPLES:

Council on Aging

Show the actual savings in dollar figures.

Parks and Recreation Commission

Specifics need to be known and presented, along with specific expected savings, in order for the proposal to be credible.

Facilities/Conservation acreage

Nearly all Boards, Committees, Commissions and Departments agree on a need to improve how municipal and school facilities are maintained. Lack of priority on capital needs and preventative maintenance result in untimely budget drains. Some volunteer boards are frustrated by the time and effort it takes to maintain a facility and feel it detracts from their primary mission. The sheer number of municipal facilities to maintain is onerous. Conservation land is cared for by volunteers, if at all. Some questioned whether a facilities manager would be a better investment over a DPW Director.

EXAMPLES:

Library Director

Never sat with all other department heads to discuss building maintenance or standards of care.

Historical Commission

Furnaces, roofs, windows - all things that need regular maintenance and attention
- are things we are not equipped to worry about and care for.

Conservation Commission

Over 2000 acres under care and custody of Conservation Commission. how to take care of it in the future and formalized, ie, EBC

Fleet Maintenance

Comments on fleet maintenance illustrate unresolved issues with regard to consolidating functions. Before consolidations occur, the start up and operating costs must be weighed against any projected savings and whether or not it is more cost effective to outsource the service. All departments indicated that an internal service priority system must be in place prior to consolidation. Without a priority system, conflicts will arise. Any consolidation should take into consideration the service vision for the whole Town, not just individual departments.

EXAMPLES:

Recreation Commission

With only one mechanic at the Highway garage, how would priorities be made about what maintenance was done on which vehicles?

How would "shared vehicles" handle this situation and would it lead to more time spent getting the right tools, etc. on a general purpose truck, negating the expected savings of shared vehicles?

Energy Committee

Consider vehicle purchase and usage as a function of energy.

Market Basket

All want to know why creating a Department of Public Works was undertaken in other communities, the problems encountered, the mistakes to avoid and what Westford might expect to gain in savings, cost avoidance or service delivery improvement.

EXAMPLE:

Cemetery Commission

What are the statistics from other towns showing, ie, spending before and after the DPW implementation, savings, etc.? Need answers to these questions first.

Morale

Many responses were collected which were classified under the broad category of morale, for the proposal's impact on Town staff and volunteers. There is little doubt that the proposal was perceived as devaluing the services provided by the departments and policy boards. Significant issues need to be addressed, such as organizational fit and seniority, prior to consolidation.

EXAMPLES:

Board of Health

There is a concern that employees (especially employees with many years of service to town) will lose their jobs or have their jobs redefined in a detrimental way.

Recreation Commission

What will be the role of the Recreation (and Cemetery) Commissions if DPW is implemented? Original presentation said they would remain in an "advisory" capacity, but need to know what that meant because concern was that they might be eliminated in the future.

Planning Board

This is a very big change and people do not like change.

Plan Specifics

The greatest number of comments received centered on plan specifics or lack thereof. Simply put, the proposal did not meet the expectations of typical Westford plans. Too many questions were not answered from properly defining the problem, consideration of alternative solutions, actual costs to implement the proposal and projected savings. Of particular concern to Boards, Committees, Commissions and Departments was an explanation on how conclusions were drawn.

EXAMPLES:

Highway Department

What is the problem? If it wasn't a problem then, why is it a problem now?

Engineering Department

Cannot separate the town engineer role from DPW. On top of the big picture – integrates all that happens through the town.

Parks, Grounds and Cemetery Department

Administrative piece of cemetery (records/ GIS/ Town Clerk)

Water Department

Operators need licenses, CDL's, class B, Level 2 treatment and distribution from the DEP. Highway could do the work under water's supervision, but not alone.

Energy Committee

No one entity with authority/responsibility to make decisions.

Water Commissioners

Proposed organizational chart eliminated critical positions without reassigning responsibilities. No assistance oversight on contracts, finances, no understanding of what the position did.

Planning Board

Committees affected by change were not given a voice in the process.

Conservation Commission

No central point of contact.

Recreation Commission

Where are specific people savings to be generated?

Library Trustees

Potential for greater costs to indirectly affected departments.

Presentation

EXAMPLES:

Tax Possession Sales Committee

The proposal at town meeting was too abstract.

Energy Committee

Lack of details derailed the DPW proposal at town meeting, as did School Committee's lukewarm endorsement.

Housing Authority

Presentation at town meeting did not sound like the town was prepared.

Process

Culturally, Westford has developed its own process to build consensus and bring about change. The criticism was that the process was not followed.

EXAMPLES:

Library Trustees

Failure of the political process, (no BoS representation from the start).

Conservation Commission

Seems odd that Vision/Mission was not provided last time around.

Westford Department Heads

Town meeting presentation lacked transparency. Need to show the conversations, provide documents.

Recreation Commission

Feeling is that current plan is overly aggressive in trying to meet spring ATM deadline, and does not include enough time to cycle back enough to different departments/commissions to make sure everyone is supportive of final proposal.

Water Commissioners

The task force only collected data and did not follow up with analysis.

Purchasing

Some Boards, Committees and Commissions were in favor of consolidating functions and felt it was a better approach rather than consolidating departments. The function discussed most frequently was centralized procurement. Financial trade offs between in-house versus contract services need to be explored.

EXAMPLES:

Library Trustees

Consolidate same service needs first, LED exit lights, fire extinguishers, boilers (examine prevailing wage trade offs).

Water Commissioners

Do we know if there is a savings from joint procurement?

Housing Authority

Having staff (electrician, plumber) would be more efficient then procuring services.

Service Quality

There is pride in the commitment to service levels by departments and policy boards. No one wished to accept a decrease in service level and feared that department consolidation would deteriorate that level. Most Boards, Committees and Commissions felt that taxpayers were willing to pay for current service levels. There was also some concern that any new system would increase bureaucracy and improperly use funds previously set aside for a specific purpose.

EXAMPLES:

Recreation Commission

Concern that Parks and Grounds employees working for DPW would make athletic fields "secondary priorities" to roads, the way it was perceived to be in the past

before current organization put in place. Stated again, BIG concern is that athletic fields would not be made the priority they need to be if DPW was implemented. Quality of services delivered - don't sacrifice quality of services provided for cost savings. Cost savings are essential, but part of what makes Westford unique is the consistently high quality of services it provides to its residents and we don't want that to suffer with the implementation of the DPW proposal.

Cemetery Commission

Will this add time and delay to the process of getting needs met?
Concerned with cemetery funds being used for other services.

Staffing

Boards, Committees and Commissions expressed a concern that staffing would increase rather than decrease as a result of creating a new department. Commissions overseeing Enterprise funds were concerned that additional staff would increase indirect costs.

EXAMPLES:

Board of Health

If we hire a DPW Director, then that person will want additional staff (an assistant, aides, admins, etc.) so the actual added cost could be \$500K. It is difficult to make that kind of commitment to an unknown individual.

Library Trustees

Did not adequately explain allocation of funds between Enterprise and operating.

Future Use of the Information

The comments and information gathered from Boards, Committees, Commissions and Departments will be used to guide policy development for future consolidation of functions or services. The document will be circulated to all participants and posted to the Town's website.

This report may be amended and released as a later draft as additional comments are gathered from participating Boards, Committees, Commissions and Departments.

Type of Comment	Comments made by individuals attending public meetings and department meetings during December and January	Key Words, Description	Key Words 2	Board, Committee, Commission	Meeting Date	ID
Feedback on STM	The School Department should have been part of the STM proposal.	Presentation		Board of Health	12/14/2009	5001
Feedback on STM	felt the night was a waste the way the conversation evolved, need more straight answers, could sense the frustration in the room.	Process	Morale	Board of Library Trustees	12/7/2009	5016
Feedback on STM	case for savings was not made	Costs		Board of Library Trustees	12/9/2009	5017
Feedback on STM	director costs did not include benefits, admin costs	Costs		Board of Library Trustees	12/9/2009	5018
Feedback on STM	did not adequately explain allocation of funds between Enterprise and operating	Costs		Board of Library Trustees	12/9/2009	5019
Feedback on STM	more detail in cost savings/efficiencies needed, more real data needed	Plan Specifics		Board of Library Trustees	12/9/2009	5020
Feedback on STM	presentation implied the current positions were not busy	Presentation	Morale	Board of Library Trustees	12/9/2009	5021
Feedback on STM	Town Counsel needs to do better, seen as dictatorial, power grabbing	Presentation		Board of Library Trustees	12/9/2009	5022
Feedback on STM	presentation ridiculous - very low level - insulting, town was unprepared as to who would speak	Process	Morale	Board of Library Trustees	12/9/2009	5023
Feedback on STM	failure of the political process (no BoS representation from the start)	Process		Board of Library Trustees	1/4/2010	5049
Feedback on STM	no value to having School Committee support but not be included in the start up plans	Process		Board of Library Trustees	1/7/2010	5050
Feedback on STM	October plan was too abstract, both with details and org. charts	Plan Specifics		Conservation Commission	12/16/2009	5074
Feedback on STM	Seems odd that Vision/Mission was not provided last time around	Process		Conservation Commission	12/16/2009	5075
Feedback on STM	Director position before these other things are figured out seems premature	Process		Conservation Commission	12/16/2009	5079
Feedback on STM	The proposal at town meeting was too abstract	Presentation		Council on Aging	12/16/2009	5084
Feedback on STM	Town meeting presentation lacked transparency. Need to show the conversations, provide documents	Process		Department Head Meeting	12/16/2009	5096
Feedback on STM	lack of details derailed the DPW proposal at town meeting, school committee's lukewarm endorsement	Presentation	Plan Specifics	Energy Committee	12/14/2009	5113
Feedback on STM	Let down on how it happened at STM	Morale		Engineering Department	1/7/2010	5132
Feedback on STM	Great chance for the Town to solicit DPW consolidation ideas.	Process		Engineering Department	1/7/2010	5133
Feedback on STM	Task force seen as a stall.	Process		Engineering Department	1/7/2010	5134
Feedback on STM	no specifics on savings	Costs	Plan Specifics	Housing Authority	12/10/2009	5168
Feedback on STM	presentation at town meeting did not sound like the town was prepared	Presentation	Plan Specifics	Housing Authority	12/10/2009	5169
Feedback on STM	There were not enough answers to the questions that were asked	Presentation	Plan Specifics	Housing Authority	12/10/2009	5170
Feedback on STM	It seemed like the Town Manager's plan to disassemble the Water Department	Town Manager		Housing Authority	12/10/2009	5172
Feedback on STM	We weren't ready for town meeting	Process		Library Department	1/8/2010	5198
Feedback on STM	There may not have been broad based support for all prior adopted plans	Process		Library Department	1/8/2010	5199
Feedback on STM	Original presentation at STM was vague on what the plan was (after the DPW director was hired), what the timing and implementation plan would be, and what the specific savings would be.	Costs	Process	Parks and Recreation Commission	12/9/2009	5207
Feedback on STM	where people would go, i.e. last meeting showed Rec. Dir. position out of org. chart, while Parks, Rec. and Cemetery people working for DPW. Statement made the Rec. Dir. would be "advisory"	Plan Specifics	Staff Increases	Parks and Recreation Commission	12/9/2009	5208

Feedback on STM	Generally supportive of DPW concept, but could not vote for it until more specifics are known about the plan, its implementation and specific savings.	Plan Specifics		Parks and Recreation Commission	12/9/2009	5209
Feedback on STM	DPW presentation at STM lacked specifics and needed more quantitative data and facts to back up statements and was unclear about dollar savings and what "the plan" was	Plan Specifics		Parks and Recreation Commission	12/9/2009	5210
Feedback on STM	did not understand how engineering would be split	Plan Specifics		Planning Board	1/4/2010	5278
Feedback on STM	STM focus was on DPW director position	Plan Specifics		Planning Board	1/4/2010	5288
Feedback on STM	support lacking for savings, missing detail	Plan Specifics		Planning Board	1/4/2010	5293
Feedback on STM	committees affected by change were not given a voice in the process	Plan Specifics		Planning Board	1/4/2010	5296
Feedback on STM	STM proposal lacked vision and was too abstract	Presentation		Tax Possession Sales Committee	12/17/2009	5298
Feedback on STM	It wasn't clear how the plan would maintain the integrity of the enterprise system	Enterprise Fund		Water Commissioners	12/16/2009	5307
Feedback on STM	The attitude was not efficient, not a good job. Town Manager's tone seemed hesitant, not confident	Process		Water Commissioners	12/16/2009	5308
General	Currently, BoH vehicles are fueled and maintained at a private business on route 40. Since those vehicles are relatively new, repairs haven't been necessary, just routine maintenance.	Fleet		Board of Health	12/14/2009	5003
General	Implementing a DPW could impose red tape and bureaucracy that could break the good thing we have going.	Red Tape	Cooperation	Board of Health	12/14/2009	5002
General	mixing profit centers with cost (operational) centers	Costs		Board of Library Trustees	12/9/2009	5024
General	could have some savings to Enterprise funds	Costs	Enterprise Fund	Board of Library Trustees	12/9/2009	5025
General	build savings case and demonstrate through incremental savings	Costs		Board of Library Trustees	12/9/2009	5026
General	town by town (market basket) comparisons needed	Market Basket		Board of Library Trustees	12/9/2009	5027
General	seen as a back door attempt to change the Charter	Morale		Board of Library Trustees	12/9/2009	5028
General	there is a perceived level of arrogance in bringing this proposal back	Process	Morale	Board of Library Trustees	12/9/2009	5029
General	focus is on solving the wrong problem	Process	Plan Specifics	Board of Library Trustees	12/9/2009	5030
General	School Committee not on board with DPW	Process		Board of Library Trustees	12/9/2009	5031
General	government process is everything	Process	Morale	Board of Library Trustees	12/9/2009	5032
General	Enterprise fund only adopted three years ago	Enterprise Fund	Plan Specifics	Cemetery Commission	12/16/2009	5055
General	vehcles for the cemetery department are always hand-me-downs.	Morale		Cemetery Commission	12/16/2009	5051
General	Need checks and balances and should not be overlooked just because of the size of the existing department	Plan Specifics		Cemetery Commission	12/16/2009	5052
General	DPW could potentially make more resources available to the cemetery department	Plan Specifics		Cemetery Commission	12/16/2009	5054
General	shares services with the school department	Cooperation		Council on Aging	12/16/2009	5086
General	DPW would take away from small town feel and might hinder the towns ability to help people. Small town help includes utilization of volunteers and having all staff pitch in during times of need. Provides home repairs to residents in need.	Morale	Service Quality	Council on Aging	12/16/2009	5087
General	Director will add another layer of administration	Red Tape	Staff Increases	Council on Aging	12/16/2009	5085
General	Show the actual savings in dollar figures	Costs		Department Head Meeting	12/16/2009	5097
General	no accountability for managing energy budget	Energy	Service Quality	Energy Committee	12/14/2009	5114
General	put incentive program in place for energy efficiency	Energy		Energy Committee	12/14/2009	5115
General	\$500K savings is achievable short term through energy conservation measures	Energy		Energy Committee	12/14/2009	5116

General	no central authority to use/install expensive systems, i.e. HVAC	Facilities	Purchasing	Energy Committee	12/14/2009	5117
General	difficult to find data from last 5 years, no centralized repository of Town wide information	Service Quality		Energy Committee	12/14/2009	5118
General	The real hardship would be setting priorities for work to be done. Sanchez – Burlington	Plan Specifics		Engineering Department	1/7/2010	5138
General	Mission statement within engineering could set the priority for work within Town.	Plan Specifics		Engineering Department	1/7/2010	5140
General	Better job of communicating the consolidations that have happened – single bids.	Cooperation	Service Quality	Highway Department	1/7/2010	5158
General	Eliminating redundancies – “more with less”	Plan Specifics		Highway Department	1/7/2010	5160
General	Equipment replacement versus repair costs	Plan Specifics		Highway Department	1/7/2010	5163
General	Getting the efficiency out of a smaller dept is possible with the tools to do it	Plan Specifics		Highway Department	1/7/2010	5164
General	I've heard this discussion already at other committees I'm on or meetings I've attended.	Process		Highway Department	1/7/2010	5142
General	Shouldn't town have been doing this all along? Insulting.	Service Quality		Highway Department	1/7/2010	5157
General	There was a disconnect with the letter-to-the-editor and the town web site. Adding another person to our staff did not seem consistent with a message of looking for savings.	Costs	Staff Increases	Housing Authority	12/10/2009	5171
General	Hanging on to old buildings is a drain, both capital and liability	Facilities	Costs	Library Department	1/8/2010	5193
General	Never sat with all other department heads to discuss building maintenance or standards of care.	Facilities		Library Department	1/8/2010	5204
General	Contracts could exist that will take time to get an uniform business cycle	Purchasing		Library Department	1/8/2010	5195
General	Specifics need to be known and presented, along with specific expected savings, in order for the proposal to be credible.	Costs		Parks and Recreation Commission	12/9/2009	5211
General	Need more specifics about what "the plan" really is.	Plan Specifics		Parks and Recreation Commission	12/9/2009	5212
General	Feeling is that current plan is overly aggressive in trying to meet spring ATM deadline, and does not include enough time to cycle back enough to different departments/commissions to make sure everyone is supportive of final proposal.	Process		Parks and Recreation Commission	12/9/2009	5213
General	Concern that there were no standard questions being asked, as had been specified in circulated document, to make sure that consistent questions would be asked of all commissions, departments, etc.	Process		Parks and Recreation Commission	12/9/2009	5214
General	Need a very detailed transition plan	Process		Parks and Recreation Commission	12/9/2009	5215
General	concern that Parks and Grounds employees working for DPW would make athletic fields "secondary priorities" to roads, the way it was perceived to be in the past before current organization put in place. Stated again, BIG concern is that athletic fields would not be made the priority they need to be if DPW was implemented.	Service Quality		Parks and Recreation Commission	12/9/2009	5216
General	26 ACRES – 6 CEMETERIES	Service Quality		Parks, Grounds and Cemetery Department	1/7/2010	5240
General	120 ACRES – PARKS (\$226K)	Service Quality		Parks, Grounds and Cemetery Department	1/7/2010	5241
General	In theory it makes sense, but will never pass town meeting	Process		Permanent Town Building Committee	12/16/2009	5273
General	Town Meetings priority is to shrink government	Plan Specifics	Red Tape	Planning Board	1/4/2010	5289
General	this is a very big change and people do not like change	Plan Specifics		Planning Board	1/4/2010	5295
General	Share resources, effort to share equipment on going	Cooperation		Tax Possession Sales Committee	12/17/2009	5299

General	We all ready have inter department cooperation	Cooperation		Water Commissioners	12/16/2009	5309
General	14 municipal locations are plowed by the water department	Cooperation	Service Quality	Water Commissioners	12/16/2009	5310
General	need to see the data on savings	Costs	Plan Specifics	Water Commissioners	12/16/2009	5311
General	Tax rate is not affected by water	Costs	Enterprise Fund	Water Commissioners	12/16/2009	5312
General	Need to be aware of the Water Department plan as it relates to the enterprise fund	Enterprise Fund		Water Commissioners	12/16/2009	5313
General	Water department contributes to the towns bond rating	Enterprise Fund		Water Commissioners	12/16/2009	5314
General	Enterprise fund offers flexibility	Enterprise Fund		Water Commissioners	12/16/2009	5315
General	Market basket research on water rates would be helpful	Market Basket		Water Commissioners	12/16/2009	5316
General	The proposer(s) did not understand how the organization works. Water Commissioners, unlike other committees, are hands-on managers rather than policy setters. The proposal did not demonstrate an understanding of this	Plan Specifics		Water Commissioners	12/16/2009	5317
General	The task force only collected data and did not followup with analysis	Process		Water Commissioners	12/16/2009	5318
General	Uniform contracts for common needs, etc	Purchasing		Water Commissioners	12/16/2009	5319
Organizational Structure	There is a concern that employees (especially employees with many years of service to town) will lose their jobs or have their jobs redefined in a detrimental way.	Morale		Board of Health	12/14/2009	5004
Organizational Structure	The BoH seems willing to switch to using the Highway Department for maintenance if it makes sense, but that might require hiring additional mechanic(s) if more town vehicles are serviced at Highway Garage.	Staff Increases		Board of Health	12/14/2009	5005
Organizational Structure	If we hire a DPW Director, then that person will want additional staff (an assistant, aides, admins, etc.) so the actual added cost could be \$500K. It is difficult to make that kind of commitment to an unknown individual.	Staff Increases	Costs	Board of Health	12/14/2009	5006
Organizational Structure	Plan to spend money on director before savings are realized	Costs		Board of Library Trustees	12/9/2009	5034
Organizational Structure	The organizational chart kicked out (did not include) the volunteer boards	Morale		Board of Library Trustees	12/9/2009	5035
Organizational Structure	3 Town committees "decapitated"	Morale		Board of Library Trustees	12/9/2009	5036
Organizational Structure	now we're going to run it" attitude discouraging to volunteers	Morale		Board of Library Trustees	12/9/2009	5037
Organizational Structure	performing two jobs at once is impossible	Service Quality	Staff Increases	Board of Library Trustees	12/9/2009	5038
Organizational Structure	Extra level of management adds beauracracy	Staff Increases	Red Tape	Board of Library Trustees	12/9/2009	5033
Organizational Structure	org chart showed complicated management structure with advisors/managers	Staff Increases		Board of Library Trustees	12/9/2009	5039
Organizational Structure	if too many direct reports to Town Manager, say so	Town Manager		Board of Library Trustees	12/9/2009	5040
Organizational Structure	current sharing of resources between cemetery and highway can contnue as part of the plan and the employees are all paid through the highway department	Cooperation		Cemetery Commission	12/16/2009	5056
Organizational Structure	concerned with cost of training mechanics for specialized repair work	Fleet	Costs	Cemetery Commission	12/16/2009	5057
Organizational Structure	Employees may not want to expand their jobs cover other departments work.	Morale		Cemetery Commission	12/16/2009	5058
Organizational Structure	staff may be careless with equipment if they are performing work for other departments	Morale	Safety	Cemetery Commission	12/16/2009	5059
Organizational Structure	Draft DPW Director position does not mention tasks out of roads and highway and should accurately represent the work in all of the departments involved	Plan Specifics		Cemetery Commission	12/16/2009	5060
Organizational Structure	No central point of contact	Plan Specifics		Conservation Commission	12/16/2009	5082

Organizational Structure	licensed plumbers, electricians working on staff as laborers in other departments (ie:water department)	Cooperation		Council on Aging	12/16/2009	5088
Organizational Structure	Able to utilize staff from other departments at no cost	Cooperation	Costs	Council on Aging	12/16/2009	5089
Organizational Structure	salary of director was not justified with adequate savings.	Costs	Staff Increases	Council on Aging	12/16/2009	5090
Organizational Structure	staff needs tools to take over other department responsibilities	Cooperation	Service Quality	Department Head Meeting	12/16/2009	5098
Organizational Structure	staff concern for position in any future organizational chart	Morale		Department Head Meeting	12/16/2009	5099
Organizational Structure	Commissioners should not be impacted by this plan and they should continue in their current capacity as policy makers	Morale		Energy Committee	12/14/2009	5119
Organizational Structure	no one with authority/responsibility to make decisions	Plan Specifics	Facilities	Energy Committee	12/14/2009	5120
Organizational Structure	facilities director is different than an energy manager	Service Quality		Energy Committee	12/14/2009	5121
Organizational Structure	Town engineer is the director at the same time for smaller towns	Plan Specifics		Engineering Department	1/7/2010	5135
Organizational Structure	Consolidations under org charts do not really give cost savings	Plan Specifics	Costs	Highway Department	1/7/2010	5149
Organizational Structure	As long as everyone will have a job and a paycheck – do what you want.	Plan Specifics		Highway Department	1/7/2010	5159
Organizational Structure	There is no time that work load is shared. Changed or sold as 4 department heads working together to 1 person telling 4 DH's what to do	Service Quality	Red Tape	Highway Department	1/7/2010	5150
Organizational Structure	Doing consolidated fleet mtce would require hiring	Staff Increases		Highway Department	1/7/2010	5143
Organizational Structure	town could benefit from using in- house services for plumbing, HVAC, electrical	Facilities		Housing Authority	12/10/2009	5173
Organizational Structure	having staff would be more efficient then procuring services	Purchasing		Housing Authority	12/10/2009	5174
Organizational Structure	The need for addition staff snowballs. When you create a director, then you need an assistant director, more admin, etc	Staff Increases		Housing Authority	12/10/2009	5175
Organizational Structure	A more global analysis of what we want the organizational structure to look like	Plan Specifics		Library Department	1/8/2010	5190
Organizational Structure	Will never get away from some level of management – could be constantly calling for service	Service Quality	Facilities	Library Department	1/8/2010	5189
Organizational Structure	Feeling was that at least one more mechanic would have to be hired if DPW went through, but is this in the plan?	Fleet	Staff Increases	Parks and Recreation Commission	12/9/2009	5217
Organizational Structure	What will be the role of the Recreation (and Cemetery) Commissions if DPW is implemented? Original presentation said they would remain in an "advisory" capacity, but need to know what that meant because concern was that they might be eliminated in the future.	Morale		Parks and Recreation Commission	12/9/2009	5218
Organizational Structure	Need more specifics about where personnel would wind up if DPW is approved.	Plan Specifics		Parks and Recreation Commission	12/9/2009	5219
Organizational Structure	Disturbing to hear through organizational chart has new bosses or position eliminated	Process		Parks, Grounds and Cemetery Department	1/7/2010	5270
Organizational Structure	Concerned about change of organizational structure – new chief may not have the same priorities – crew sent other ways	Service Quality		Parks, Grounds and Cemetery Department	1/7/2010	5262
Organizational Structure	Jack of all trades -skills exist within the various deparments	Service Quality		Parks, Grounds and Cemetery Department	1/7/2010	5266
Organizational Structure	concern as to engineering reporting responsibilities did not see where engineering would be going	Plan Specifics		Planning Board	1/4/2010	5276
Organizational Structure	There arent staff or resources available to take care of the tax possession properites, to ensure security, safety, and to clean up illegal dumping	Service Quality	Safety	Tax Possession Sales Committee	12/17/2009	5300
Organizational Structure	Proposed organizational chart eliminated critical positions without reassigning responsibilities. No assistance oversight on contracts, finances, no understanding of what the position did	Plan Specifics		Water Commissioners	12/16/2009	5320
Organizational Structure	the task force minutes show the organizational chart changing and these changes were not discussed with departments	Process	Morale	Water Commissioners	12/16/2009	5321

Organizational Structure	Town is still hiring, recently split ATM into two positions	Staff Increases		Water Commissioners	12/16/2009	5323
Questions	Most towns that have a DPW also have a sewer system. So why would we have a DPW?	Service Quality		Board of Health	12/14/2009	5007
Questions	Is it simply combining Highway, Water, and some functions from the School Department?	Service Quality		Board of Health	12/14/2009	5008
Questions	What are the reasons other towns formed a DPW?	Market Basket		Cemetery Commission	12/16/2009	5061
Questions	Where are the statistics from other towns showing, before and after spending and savings? Need answers to these questions first.	Market Basket	Plan Specifics	Cemetery Commission	12/16/2009	5062
Questions	Can this be achieved without a DPW?	Plan Specifics		Cemetery Commission	12/16/2009	5063
Questions	How will the priorities be set in the proposed plan?	Plan Specifics		Cemetery Commission	12/16/2009	5064
Questions	Will this add more paperwork?	Service Quality	Plan Specifics	Cemetery Commission	12/16/2009	5065
Questions	Will this add time and delay to the process of getting needs met?	Service Quality	Plan Specifics	Cemetery Commission	12/16/2009	5066
Questions	Cons. Comm goes out side for its signage=>can highway department do signs for them?	Cooperation		Conservation Commission	12/16/2009	5081
Questions	Are we creating a level of bureaucracy=>don't we have folks who already do what we need to do?	Red Tape		Conservation Commission	12/16/2009	5076
Questions	Has the DPW Task force data been reviewed?	Process		Department Head Meeting	12/16/2009	5100
Questions	how do you get public input on plan?	Process		Department Head Meeting	12/16/2009	5101
Questions	Why is DPW the answer, why not some other new department	Plan Specifics		Energy Committee	12/14/2009	5122
Questions	How will consolidation occur as part of the DPW proposal? There are currently duplicated efforts.	Plan Specifics		Energy Committee	12/14/2009	5123
Questions	Where did this come from? "Different departments doing the same work. Every department has their own mechanic."	Fleet		Highway Department	1/7/2010	5144
Questions	How would it affect seniority? If there are lay offs, who stays and who goes? Specialized services versus who stays and who goes	Plan Specifics		Highway Department	1/7/2010	5145
Questions	Why restructure if the only problem is facilities maintenance? What is the problem to be solved?	Plan Specifics	Facilities	Highway Department	1/7/2010	5151
Questions	What is the problem? If it wasn't a problem then, why is it a problem now?	Plan Specifics		Highway Department	1/7/2010	5152
Questions	Shouldn't procurement be handled already by finance dept?	Purchasing		Highway Department	1/7/2010	5155
Questions	Why is the Water Department opposed? They are the most capital intensive department	Enterprise Fund		Housing Authority	12/10/2009	5176
Questions	Why did the Personnel Advisory Committee oppose the DPW Director position?	Staff Increases		Housing Authority	12/10/2009	5177
Questions	Do the numbers really show the savings?	Costs		Library Department	1/8/2010	5185
Questions	What does the Town really need in terms of staffing	Service Quality		Library Department	1/8/2010	5191
Questions	Do we have the work to support a full time painter, plumber, electrician?	Staff Increases		Library Department	1/8/2010	5197
Questions	Do we just need a person to manage all facilities, and not a DPW director?	Facilities	Staff Increases	Parks and Recreation Commission	12/9/2009	5220
Questions	Why was School Dept. not included in first round DPW proposal, when it has the most facilities and a lot of vehicles?	Facilities	Fleet	Parks and Recreation Commission	12/9/2009	5221
Questions	How would "shared vehicles" handle this situation and would it lead to more time spent getting the right tools, etc. on a general purpose truck, negating the expected savings of shared vehicles?	Fleet		Parks and Recreation Commission	12/9/2009	5222
Questions	where are people slotted in new organization?	Plan Specifics		Parks and Recreation Commission	12/9/2009	5223
Questions	where are specific people savings to be generated?	Plan Specifics		Parks and Recreation Commission	12/9/2009	5224

Questions	Do people know how many people are paid in each department?	Plan Specifics		Parks and Recreation Commission	12/9/2009	5225
Questions	Centralized Purchasing - can we implement this separately from DPW proposal?	Purchasing		Parks and Recreation Commission	12/9/2009	5226
Questions	Do people know how many invoices are paid by each department?	Purchasing		Parks and Recreation Commission	12/9/2009	5227
Questions	Union impacts?	Plan Specifics		Parks, Grounds and Cemetery Department	1/7/2010	5267
Questions	Who's making deals?	Process		Parks, Grounds and Cemetery Department	1/7/2010	5271
Questions	What is going on behind closed doors?	Process		Parks, Grounds and Cemetery Department	1/7/2010	5272
Questions	How much and at what cost is school field maintenance equipment?	Service Quality	Fleet	Parks, Grounds and Cemetery Department	1/7/2010	5263
Questions	Why are we doing this again when town meeting just said no once again?	Process		Permanent Town Building Committee	12/16/2009	5274
Questions	Why would we need to hire a DPW director, can't this all be done with current staff?	Staff Increases		Permanent Town Building Committee	12/16/2009	5275
Questions	had engineering been considered before the organizational chart had been created?	Plan Specifics		Planning Board	1/4/2010	5280
Questions	what will engineering's role be within the organization?	Plan Specifics		Planning Board	1/4/2010	5281
Questions	prioritization of work loads – who will make the decisions?	Plan Specifics	Service Quality	Planning Board	1/4/2010	5282
Questions	who will engineering report to and who will supervise since now it is the Planning Board?	Plan Specifics		Planning Board	1/4/2010	5283
Questions	Want a better understanding from the Town Manager on how she can or cannot control spending under current organization?	Plan Specifics		Planning Board	1/4/2010	5292
Questions	Could the Water Department pay for the DPW Director instead of the Town Manager?	Enterprise Fund		Water Commissioners	12/16/2009	5324
Questions	How will the Water Commissioners be incorporated into the the organizational plan?	Plan Specifics		Water Commissioners	12/16/2009	5325
Questions	Why aren't the schools included in the DPW?	Process	Plan Specifics	Water Commissioners	12/16/2009	5326
Questions	Will the Water Department have to pay for the DPW Director?	Staff Increases	Enterprise Fund	Water Commissioners	12/16/2009	5327
Questions	if water vehicles sent to Hwy, would a water laborer be laid – off?	Fleet		Water Department	1/8/2010	5336
Questions	Is there any savings from consolidated energy or electric procurement?	Plan Specifics		Water Department	1/8/2010	5332
Questions	Do we know if there is a savings from joint procurement?	Purchasing		Water Department	1/8/2010	5331
Recommendation	Concrete examples of how a DPW saves money are needed. A simple percent reduction in expenses without justification doesn't do it. <u>Identify the specific efficiencies.</u>	Plan Specifics	Costs	Board of Health	12/14/2009	5009
Recommendation	Consider hiring a consultant to conduct a study.	Process		Board of Health	12/14/2009	5010
Recommendation	build from the bottom up	Plan Specifics	Staff Increases	Board of Library Trustees	12/9/2009	5041
Recommendation	Need business plan, be careful of assertions, have facts	Process		Board of Library Trustees	12/9/2009	5042
Recommendation	find out what we can buy with the savings	Process	Costs	Board of Library Trustees	12/9/2009	5043
Recommendation	There is a potential for sharing and coops with the school maintenence department	Cooperation		Cemetery Commission	12/16/2009	5068
Recommendation	Look at comparable towns with a DPW and a Water department	Plan Specifics		Cemetery Commission	12/16/2009	5053
Recommendation	Look for commonalities	Plan Specifics		Cemetery Commission	12/16/2009	5067

Recommendation	Identify the walls that are there now and break them down	Plan Specifics		Conservation Commission	12/16/2009	5077
Recommendation	Show the actual savings in dollar figures	Costs		Council on Aging	12/16/2009	5092
Recommendation	TM should pull in the reins and be very clear about reporting structure.	Town Manager		Council on Aging	12/16/2009	5091
Recommendation	identify how we all ready work together to provide services	Cooperation	Service Quality	Department Head Meeting	12/16/2009	5102
Recommendation	identify any new costs built into the FY11 budget	Costs		Department Head Meeting	12/16/2009	5103
Recommendation	hire people to provide these services as contractors	Outsourcing		Department Head Meeting	12/16/2009	5104
Recommendation	individual meetings with major departments are required	Process		Department Head Meeting	12/16/2009	5105
Recommendation	Create a document showing what is broken and needs to be fixed	Process		Department Head Meeting	12/16/2009	5106
Recommendation	make sure commissions send representatives to the ad hoc committee meetings	Process		Department Head Meeting	12/16/2009	5109
Recommendation	send out email notice to town	Process		Department Head Meeting	12/16/2009	5110
Recommendation	Human Resources should look at all department staffing levels	Staff Increases		Department Head Meeting	12/16/2009	5107
Recommendation	need a facilities manager	Staff Increases		Department Head Meeting	12/16/2009	5108
Recommendation	facilities manager should restricted to handle the building envelop only(isulation, doors, windows)	Facilities	Service Quality	Energy Committee	12/14/2009	5124
Recommendation	start with Town-wide Energy Manager, policy, utilities, authority	Staff Increases	Energy	Energy Committee	12/14/2009	5125
Recommendation	hire engery manager, stepping stone towards DPW , biggest potential savings are in energy	Staff Increases	Energy	Energy Committee	12/14/2009	5126
Recommendation	Equipment scheduling tool?	Cooperation		Highway Department	1/7/2010	5162
Recommendation	Admin functions – no one’s not busy. How can you give admin more work? Will require retraining – watch cost savings	Plan Specifics		Highway Department	1/7/2010	5148
Recommendation	Public Works is an old name – many new names out there.	Process		Highway Department	1/7/2010	5156
Recommendation	Make sure that the concerns of Angela Harkness are addressed in the new proposal	Plan Specifics		Housing Authority	12/10/2009	5178
Recommendation	Explain what we have done – merged fuel, telephone, first class	Cooperation	Service Quality	Library Department	1/8/2010	5201
Recommendation	Dpw task force – collected custodial/mtce staffing numbers. Staff and management costs need to be included	Facilities	Costs	Library Department	1/8/2010	5186
Recommendation	Year 1 – suggestion, etc. (a phased approach)	Plan Specifics		Library Department	1/8/2010	5202
Recommendation	Define the problem –	Plan Specifics		Library Department	1/8/2010	5203
Recommendation	10 year look at wage and classification bands	Plan Specifics		Library Department	1/8/2010	5206
Recommendation	They are at town meeting to vote at numbers – need to see them	Process		Library Department	1/8/2010	5200
Recommendation	Standard of business practice, or care or building maintenance	Service Quality	Facilities	Library Department	1/8/2010	5192
Recommendation	Because few depts. have physical space to store supplies, etc. could we put out the town’s supplies (for example) out to bid to a Staples or Office Max, etc. and when the contract is awarded, have all departments be able to order from one catalog that had the pricing consistent with the winning bid? The supplies could then be delivered by Staples/Office Max the next day to the specific department and save the town a lot of money	Purchasing		Parks and Recreation Commission	12/9/2009	5228
Recommendation	need to prioritized fields maintenance	Service Quality		Parks, Grounds and Cemetery Department	1/7/2010	5245
Recommendation	look at all Special Town Meeting issues and address. address in an equitable way	Plan Specifics		Planning Board	1/4/2010	5286
Recommendation	reorganize where and how we deliver services	Plan Specifics		Planning Board	1/4/2010	5287
Recommendation	demonstrate clear and definitive savings	Plan Specifics	Costs	Planning Board	1/4/2010	5290

Recommendation	illustrate clear authorities	Plan Specifics		Planning Board	1/4/2010	5291
Recommendation	SHOW ME, TELL ME, HOW, WHERE	Plan Specifics		Planning Board	1/4/2010	5294
Recommendation	show the balance between short term costs and long term savings	Plan Specifics	Costs	Planning Board	1/4/2010	5297
Recommendation	Show the actual savings in dollar figures	Costs	Plan Specifics	Tax Possession Sales Committee	12/17/2009	5301
Recommendation	Use the budget to demonstrate potential savings	Costs	Plan Specifics	Tax Possession Sales Committee	12/17/2009	5302
Recommendation	Contact Mark Haddad from Groton because they just formed a DPW	Market Basket	Plan Specifics	Tax Possession Sales Committee	12/17/2009	5303
Recommendation	Contact the town of Lexington	Market Basket	Plan Specifics	Tax Possession Sales Committee	12/17/2009	5304
Recommendation	Contact and listen to the concerns of Angela Harkness	Plan Specifics		Tax Possession Sales Committee	12/17/2009	5305
Recommendation	cost savings do not have to happen under a new department	Process	Costs	Tax Possession Sales Committee	12/17/2009	5306
Recommendation	Board of Selectmen must give new committees charge and must sit with the committee	Plan Specifics	Morale	Water Commissioners	12/16/2009	5328
Recommendation	4 day, work week – such as Littleton	Plan Specifics		Water Department	1/8/2010	5333
Recommendation	Contact Savas Danos – Littleton water and light	Plan Specifics		Water Department	1/8/2010	5334
Services	The BoH currently has a good relationship with the Highway Department and doesn't want to jeopardize that. For example, the BoH is able to get help from the Highway Department to move large items.	Cooperation	Morale	Board of Health	12/14/2009	5011
Services	The BoH works well with the Water Department on water safety issues. The current informal system of cooperating departments works well.	Cooperation		Board of Health	12/14/2009	5012
Services	it might be better to keep control of buildings within each department. Each department knows its needs best, and has more of a stake in its buildings than a central DPW.	Facilities		Board of Health	12/14/2009	5013
Services	A stronger facilities management function might have performed regular testing and avoided the costly Abbot School underground fuel storage tank leak	Facilities	Costs	Board of Health	12/14/2009	5014
Services	An incident at Hitchin' Post Greens on the weekend of December 12-13 was mentioned as a possible example of where it wasn't clear who was in charge and who was responsible for what. Three different departments responded. There wasn't necessarily any problem with the response, but the response could be reviewed to determine if a central authority might have worked better for this sort of incident.	Service Quality		Board of Health	12/14/2009	5015
Services	want to see more apples to apples comparisons with sources same service	Costs		Board of Library Trustees	12/9/2009	5044
Services	inadequate facilities planning in town	Facilities		Board of Library Trustees	12/9/2009	5045
Services	potential for greater costs to indirectly affected departments	Plan Specifics	Costs	Board of Library Trustees	12/9/2009	5046
Services	consolidate same service needs first, LED exit lights, fire extinguishers, boilers (examine prevailing wage trade offs)	Purchasing		Board of Library Trustees	12/9/2009	5047
Services	would rather see business as usual than large cuts	Service Quality	Morale	Board of Library Trustees	12/9/2009	5048
Services	Concerned with cemetery funds being used for other services	Service Quality		Cemetery Commission	12/16/2009	5069
Services	Need to retain the historic aspects of the cemeteries	Service Quality		Cemetery Commission	12/16/2009	5070
Services	Burials require a special constitution and sensitivity	Service Quality	Training	Cemetery Commission	12/16/2009	5071
Services	Concerned with the potential for damage to assets such as gravestones and memorials	Service Quality	Training	Cemetery Commission	12/16/2009	5072
Services	must have adequate resources to do the job productively	Service Quality		Cemetery Commission	12/16/2009	5073
Services	No single process to get work done efficiently	Plan Specifics		Conservation Commission	12/16/2009	5078

Services	2000 acres under care and custody of Cons. Comm=>how to take care of in future and formalized, ie, EBC	Service Quality		Conservation Commission	12/16/2009	5080
Services	The EBC caretaker could possibly be rolled into DPW, but there is a weekend onsite requirement to service people who will use the location	Service Quality	Facilities	Conservation Commission	12/16/2009	5083
Services	Senior center is open to the public and has health requirements which requires a large custodial staff	Facilities	Service Quality	Council on Aging	12/16/2009	5093
Services	some service agreements were consolidated and then dropped, i.e. elevators	Purchasing		Council on Aging	12/16/2009	5094
Services	services need to be performed at the same time of day	Service Quality		Council on Aging	12/16/2009	5095
Services	Needs facilities management especially for volunteer-run facilities.	Facilities		Department Head Meeting	12/16/2009	5111
Services	Department maintenance budget is always the first to go	Facilities	Service Quality	Department Head Meeting	12/16/2009	5112
Services	harmonize existing functions related to energy management	Cooperation	Energy	Energy Committee	12/14/2009	5127
Services	look at value in energy efficiency	Energy		Energy Committee	12/14/2009	5128
Services	stop wasted improvements on facilities and energy systems	Facilities	Purchasing	Energy Committee	12/14/2009	5129
Services	look at school closings or reconstruction	Facilities	Energy	Energy Committee	12/14/2009	5130
Services	vehicle purchase and usage as a function of energy	Fleet		Energy Committee	12/14/2009	5131
Services	Cannot separate the town engineer role from DPW. On top of the big picture – integrates all that happens through the town	Plan Specifics		Engineering Department	1/7/2010	5136
Services	Engineer looks at all beyond subdivision control but all by laws and what impact on existing infrastructure	Plan Specifics		Engineering Department	1/7/2010	5137
Services	There are redundancies and there will be reductions in time.	Plan Specifics		Engineering Department	1/7/2010	5139
Services	Engineering is used as the 30B procurement resource for other departments. Priority set all the time.	Plan Specifics	Purchasing	Engineering Department	1/7/2010	5141
Services	Pepperell DPW worst thing ever did – higher ups are arguing. Tired of swiping one thing off one truck to outfit another.	Plan Specifics		Highway Department	1/7/2010	5146
Services	Not all departments have their own maintenance staff. Hwy does not have their own custodial or facilities mtce programs or staff.	Plan Specifics		Highway Department	1/7/2010	5147
Services	Statement by TM was to eliminate overtime. Have to understand what we do – can't control the snowstorm or Saturday/burial.	Plan Specifics	Costs	Highway Department	1/7/2010	5153
Services	Cross charges – usually charge for overtime.	Plan Specifics	Costs	Highway Department	1/7/2010	5154
Services	responsible for two buildings (the Museum and the Museum House), with insufficient time, expertise and funds to care for them	Facilities		Historical Commission	12/16/2009	5165
Services	it would be good to have a plan for the maintenance of all town buildings.	Facilities		Historical Commission	12/16/2009	5166
Services	Furnaces, roofs, windows - all things that need regular maintenance and attention - are things they are not equipped to worry about and care for	Facilities		Historical Commission	12/16/2009	5167
Services	The enterprise structure allows the water department to operate with retained savings that can be made available in the case of emergencies	Enterprise Fund		Housing Authority	12/10/2009	5183
Services	there is a culture of maintaining facilities and vehicles in the water department	Facilities	Fleet	Housing Authority	12/10/2009	5179
Services	Facilities is a good place to start	Facilities		Housing Authority	12/10/2009	5180
Services	Look at the type of vehicles purchased to make sure they are fuel efficient more environmentally friendly	Fleet		Housing Authority	12/10/2009	5181
Services	Water is currently participating in purchasing consortiums	Purchasing	Cooperation	Housing Authority	12/10/2009	5184
Services	Water is an essential service and is highly regulated	Service Quality		Housing Authority	12/10/2009	5182
Services	HWY and school mtce always share resources with the library	Cooperation		Library Department	1/8/2010	5196
Services	Every manager that oversees a building, spends time caring for that business. Trying to get a sense of the subsumed costs. Don't always see if there is a way to save that cost	Facilities	Costs	Library Department	1/8/2010	5187

Services	Time in the late '80's that had a facilities manager in town	Facilities		Library Department	1/8/2010	5188
Services	Common building maintenance inspections/ preventative mtce	Facilities		Library Department	1/8/2010	5194
Services	Learning curve associated with bringing new mtce vendor or service to a facility	Fleet		Library Department	1/8/2010	5205
Services	Original DPW Director's job description was geared toward roads and not facilities.	Facilities	Service Quality	Parks and Recreation Commission	12/9/2009	5229
Services	with only one mechanic at the Highway garage, how would priorities be made about what maintenance was done on which vehicles?	Fleet	Staff Increases	Parks and Recreation Commission	12/9/2009	5230
Services	Would oil changes and other minor maintenance/repairs continue to be outsourced, while the mechanic worked on higher priority/more expensive maintenance like transmission work, etc?	Fleet	Outsourcing	Parks and Recreation Commission	12/9/2009	5231
Services	How about the unique maintenance requirements for police and fire dept. vehicles, i.e. how much of that would continue to be outsourced vs. brought inside?	Fleet	Outsourcing	Parks and Recreation Commission	12/9/2009	5232
Services	Specifically, how much in DOLLAR savings would be expected in just vehicle maintenance if DPW was implemented?	Fleet	Costs	Parks and Recreation Commission	12/9/2009	5233
Services	number of vehicles - concern that even though, say Water, Rec and Highway have "pickup trucks" listed in their inventory, they are really outfitted differently for their different departments.	Fleet		Parks and Recreation Commission	12/9/2009	5234
Services	Rec. Comm. vehicle has keys to all Rec. facilities so that the driver does not need to drive back to office if there is a need to open one of the facilities.	Fleet	Facilities	Parks and Recreation Commission	12/9/2009	5235
Services	Water Dept. has unique pipes, wrenches, etc. on their truck to handle expected maintenance problems.	Fleet		Parks and Recreation Commission	12/9/2009	5236
Services	Concern about roles/conflicts in DPW organization. Specific real-life example was cited for Wayland when DPW there decided on a rainy Friday to close all athletic fields for the weekend, but since it turned out to be sunny over the weekend, the Recreation Director was the one who got all the phone calls on Monday morning demanding an explanation of why all sports activities were cancelled over a sunny weekend	Process	Service Quality	Parks and Recreation Commission	12/9/2009	5237
Services	Need to make sure that the QUALITY of the programs is not sacrificed for cost savings.	Service Quality	Costs	Parks and Recreation Commission	12/9/2009	5238
Services	Quality of services delivered - don't sacrifice quality of services provided for cost savings. Cost savings are essential, but part of what makes Westford unique is the consistently high quality of services it provides to its residents and we don't want that to suffer with the implementation of the DPW proposal.	Service Quality		Parks and Recreation Commission	12/9/2009	5239
Services	Administrative piece of cemetery (records/ GIS/ Town Clerk/)	Plan Specifics		Parks, Grounds and Cemetery Department	1/7/2010	5268
Services	grounds department is separate from schools, maintenance of ball fields and playgrounds	Service Quality	Cooperation	Parks, Grounds and Cemetery Department	1/7/2010	5242
Services	years ago – sports programs did own work and more harm than good	Service Quality		Parks, Grounds and Cemetery Department	1/7/2010	5243
Services	past grounds keeper, pulled off to work highway, sports groups complained	Service Quality		Parks, Grounds and Cemetery Department	1/7/2010	5244
Services	sports groups are now using more school fields	Service Quality		Parks, Grounds and Cemetery Department	1/7/2010	5246
Services	schools do not maintain fields to same standard as the grounds department	Service Quality		Parks, Grounds and Cemetery Department	1/7/2010	5247
Services	sports groups prefer grounds care rather than school	Service Quality		Parks, Grounds and Cemetery Department	1/7/2010	5248

Services	trained in agronomy, maintaining fields, growing season schedule	Service Quality		Parks, Grounds and Cemetery Department	1/7/2010	5249
Services	school filed care – start up cost was astronomical – water, power,	Service Quality		Parks, Grounds and Cemetery Department	1/7/2010	5250
Services	school concerned about scheduling – priority in use problem	Service Quality		Parks, Grounds and Cemetery Department	1/7/2010	5251
Services	incremental cost of bringing school up to a standard and then on-going resources	Service Quality		Parks, Grounds and Cemetery Department	1/7/2010	5252
Services	schools have a contract for field mtce at Stony Brook	Service Quality		Parks, Grounds and Cemetery Department	1/7/2010	5253
Services	Schools do not have person to oversee contracts – outside	Service Quality		Parks, Grounds and Cemetery Department	1/7/2010	5254
Services	Schools have two groundskeepers	Service Quality		Parks, Grounds and Cemetery Department	1/7/2010	5255
Services	Recreational facilities maintained – buildings – roofs	Service Quality		Parks, Grounds and Cemetery Department	1/7/2010	5256
Services	Need electricians, plumbers to help with facility maintenance of rec facilities	Service Quality		Parks, Grounds and Cemetery Department	1/7/2010	5257
Services	Schools also prioritized within for competitive sports first (WA, SB/B)	Service Quality		Parks, Grounds and Cemetery Department	1/7/2010	5258
Services	Other departments asking for field, garden, and bed maintenance : historic, conservation commission	Service Quality		Parks, Grounds and Cemetery Department	1/7/2010	5259
Services	School equipment not trailered but driven throughout Town – abused and comes with significant repair costs	Service Quality	Fleet	Parks, Grounds and Cemetery Department	1/7/2010	5260
Services	Grounds equipment maintained by cemetery/grounds and not fleet mechanics but do get assistance vehicles maintained by fleet	Service Quality	Fleet	Parks, Grounds and Cemetery Department	1/7/2010	5261
Services	Do own work, for example, put roof on fairview building using overtime as it was cheaper than pay prevailing wage. Also at Fairview cemetery – replaced gazebo	Service Quality		Parks, Grounds and Cemetery Department	1/7/2010	5264
Services	Graffiti and damage and vandalism – beaches, slides, playground equipment	Service Quality		Parks, Grounds and Cemetery Department	1/7/2010	5265
Services	concerned about setting priorities	Plan Specifics		Planning Board	1/4/2010	5277
Services	Planning Board uses engineering as their eyes and ears in the field	Plan Specifics	Service Quality	Planning Board	1/4/2010	5279
Services	now Highway dept. just gets in the queue	Plan Specifics	Cooperation	Planning Board	1/4/2010	5284
Services	there is an inherent cost savings using in-house engineering	Plan Specifics	Costs	Planning Board	1/4/2010	5285
Services	Snowplowing – 3 employees and one water truck - maintenance, fuel, work day salary for 3 employees covered by water dept - overtime paid by highway - doubletime split paid by both departments	Cooperation	Service Quality	Water Department	1/8/2010	5335
Services	preventative maintenance - \$60k a year all under contract (equipment mtce)	Plan Specifics		Water Department	1/8/2010	5337
Services	prenegotiated service rate through contract	Plan Specifics		Water Department	1/8/2010	5338
Services	centralized fueling – misconceptions	Plan Specifics		Water Department	1/8/2010	5339
Services	environmental side – using Jessica's skills – throughout Town	Plan Specifics		Water Department	1/8/2010	5340
Services	solely responsible for maintenance an of flushing of hydrants or digging out after a snowstorm- 1000 hydrants	Plan Specifics		Water Department	1/8/2010	5341

Services	water dept flags hydrants	Plan Specifics		Water Department	1/8/2010	5342
Services	water open, closes and repaves road projects for water system repair, installation	Plan Specifics		Water Department	1/8/2010	5344
Services	licenses, CDL's, class B, Level 2 treatment and distribution they could do the work under water's supervision, but not alone	Plan Specifics		Water Department	1/8/2010	5345
Services	Procurement, vehicle, building, mtce has benefit to the Town but not Water enterprise	Purchasing		Water Department	1/8/2010	5329
Services	Some general procurement savings are possible	Purchasing		Water Department	1/8/2010	5330